- **Virtual Organization (VO)**
  - **Management**
    - Nick Lethbridge (2001) - Need to manage implications
      - Existence of core organizations
      - Replacement of VO members
      - Strategic planning
      - Customer interaction
      - Information flow management
      - Addressing VO members
  - **Employee's Motivation**
    - Betsy Carroll (2008) - Intrinsic and extrinsic motivation
    - Duncan Kitchin, 2010 - Self motivation & supervision
    - Factors that increase motivation
      - The obvious approach, everybody loves cash
      - Start and end with your vision.
      - Empowerment drives success
      - It's the little things that count.
      - Good working conditions
  - **Knowledge Management (KM)**
    - Knowledge Generation
      - Nonaka and Konno (1998) - Interaction between explicit and tacit knowledge
    - Knowledge Sharing
      - Gupta (2008) - Facilitation network of relationships for knowledge transfer
      - Kotnour, Proctor, 1996 - VO creates knowledge growth
  - **Trends**
    - Technology
      - Phang (2001) - Technologies advancement encourage VO
      - Bernstein et al (2008) - ''bricks-and-mortar'' vs ''clicks-and-mortar''
    - People
      - Increased use of teleconferencing and video conferencing
      - To leverage the immense cultural and geographical diversity
    - Organizational
      - Rising partnerships and strategic alliances
      - Importance of outsourcing
  - **Background**
    - Mowshowitz (1986) - Define the term "VO"
    - Davidow and Malone (1992) - Emergence of VO due to advances of technology
    - Camarinha-Matos and Afsarmanesh (2005) - VO is another step in systems integration process
  - **Leadership**
    - Gibson et al (2003) - Role of leadership
      - Emergence of leaders
      - Leadership behavior
      - Communication patterns consideration
      - Leader's role in performance management
  - **Pros & Cons**
    - Pros
      - Smaller working space = lower cost
      - Enhance flexibility / mobility
      - Pooling of expertise across boundaries
    - Cons
      - Fragmentation of culture
      - Dilution of control / monitoring
      - Communication & coordination challenges
  - **Communication strategy**
    - Lipnack and Stamps, 2008 - e-communication removes barriers
    - DeSanctis and Monge, 1998 - implications of e-communication
      - Communication volume and efficiency
      - Comprehension of message
      - Virtual tasks
      - Lateral communication